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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY  
71ST TRANSPORTATION BATTALION (TERMINAL)  
APO San Francisco 96491

AVCA-TC-XC-CO

13 February 1967

SUBJECT: Operational Report - Lessons Learned for the quarterly Period  
1 November 1966 to 31 January 1967 (RCS CSFOR-65)

THRU: Commanding Officer  
4th Transportation Command  
APO 96307

Commanding General  
1st Logistical Command  
APO 96307

Commanding General  
United States Army, Vietnam  
APO 96307

Commander in Chief  
US Army Pacific  
APO 96558

TO: Assistant Chief of Staff for Force Development  
Department of the Army  
Washington, D. C. 20310

1. Section 1 - Significant Organizational Activities.

a. The strength of the 71st Transportation Battalion (Terminal) has grown from 916 at the beginning of the reporting period to an assigned strength of 1189 on 31 January 1967.

b. During the quarter, the 154th Transportation Company (Terminal Service) was assigned to this command. The unit arrived on 31 December 1966

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1  
Asst. Chief of Staff for Force Dev.  
Dept. of Army  
Attn: DDC  
APO 96307  
Cite: 078D

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with an assigned strength of 6 officers and 302 enlisted men. The unit was previously stationed in Okinawa.

c. On 7 January 1967 Major Robert P. Jones assumed command of the battalion and a change of command ceremony was conducted at the Battalion Headquarters.

d. The morale of the command remains high. Attendance of religious services has been increasing and is gaining more emphasis since this command has recently been assigned a chaplain. Three USO shows have visited the battalion area, most notable of which was Miss Martha Raye. Every Thursday, the men of this command are visited by two Red Cross Girls who spend a social hour with them. During the quarter, a Battalion Soldier of the Month Award has been initiated. Enlisted Men's Clubs have been constructed for each unit, and a Sundry Fund has been established to administer to the clubs.

e. During the reporting period the battalion was involved in four incidents in the Long Binh area. All the incidents were similar in nature. All involved sniper fire at the southern perimeter of the compound. In all cases no casualties were sustained. Viet Cong moving through the area to our south on or about 11 January 1967 threatened the lives of several of the Local Nationals employees of this command. Upon further questioning of these individuals by personnel from the 524th M.I. Detachment, very little information was obtained. The reason for this was an obvious fear of being detected divulging information by Viet Cong sympathizers.

f. At the operational site, US Army Terminal, Newport (USATN) there was numerous incidents, again all of which involved harassing sniper fire. However, of all the firing incidents at the port, only a small number were initiated by Viet Cong sniper fire. The majority of the incidents were initiated by the security force on guard at the port at suspected targets. On two occasions the Viet Cong attempted to float explosives down the river toward USATN but both attempts were discovered by the ARVN troops on guard in the area. It is not known whether the target for the explosives was the port or the adjacent bridge.

g. During the quarter, this command received authorization to hire 223 permanent employees. Of the 223 positions authorized, the Battalion Civilian Personnel Officer has recruited and begun processing approximately 160 Local Nationals. As of the end of the quarter, none of these positions have been filled because of the long period of time required to complete processing of all paper work, and obtaining validated security clearances for these individuals. The battalion continues to employ Local Nationals on a daily hire basis with payment made from AIK Funds. As permanent employees are placed on the payroll, the number of daily hires will decrease.

h. The quarter witnessed the full scale employment of three Transportation Companies (Terminal Service); the 368th, 561st, and 567th at the US Army Terminal, Newport. Early in the quarter, the barge site was operated

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by the 567th Transportation Company; the LST site by the 368th Transportation Company; and the deep draft vessel site and staging areas by the 561st Transportation Company. These units were augmented by commercial stevedores (STIC) at the barge site and at other sites with cleaning gang labor. The barge sites were kept functioning by a variety of cargo from cement and lumber to cigarettes and beer. These cargoes were generated from LST and deep draft vessel discharge at USATN and from vessel discharge at Saigon Port. The ramps on the LST slips have shown certain inadequacy with regard to limited capacity and durability of construction. The command engineer informs the Battalion Operations staff that appropriate measures will be taken to make the ramp more substantial. The operational staff at Newport has been increased by two majors and one captain in supervisory roles. The enlargement of terminal activities required this action.

i. The limited operational requirements at the Thu Duc site were controlled by elements of the 567th Transportation Company (TS). The cargoes basically were of the outsize type, telephone poles or steel beams, and material destined for the Thu Duc USAID Warehouse Complex. The Thu Duc site was cleared and the battalion has indicated its desires that all future barge shipments be handled at USATN, if possible.

j. The month of December was colorful with the excitement of commercial stevedores expressing their wishes with a show of labor's force by striking. The STIC stevedores were programmed to be released by 4 December 1966 but continued to work until 21 December 1966. On the latter date, the STIC workers demonstrated both in the Port area and adjacent to the main gate to protest their dismissal. The demonstrations were quiet and peaceful with no harmful effects. The stevedores at Saigon Port went on strike in sympathy with the Newport workers. On 26 December 1966 this command furnished military stevedores and equipment to work at Saigon Port and also sustained the Newport operations. The 71st Transportation Company (TS) was attached to this command and arrived on 29 December 1966 from Qui Nhon to augment the labor force providing support to the Saigon docks. The strike was called off after negotiation provided a place to work for the stevedores being released from USATN. The 71st Transportation Company returned to Qui Nhon on 1 January 1967.

The command was augmented by the arrival and assignment of the 154th Transportation Company (TS) on 31 December 1966. A new concept of mission and assignment was innovated. The 567th Transportation Company deployed a large portion of their personnel to the Mekong Delta in support of the 9th Infantry Division and also assumed the limited operation of two barge points at USATN under the barge site operational mission given to the 561st Transportation Company (TS) which had relinquished its deep draft vessel responsibility. The 154th Transportation Company (TS) has assumed the deep draft vessel mission in the stream. The mission of the 368th Transportation Company (TS) remained the same.

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1. The US Navy turned over the first deep draft vessel berth at USATN to the 4th Transportation Command for utilization on 27 January 1967. This new facility will generate new, and in some cases, additional jobs for the assigned companies as of 23 January 1967. The 561st Transportation Company (TS) will assume the mission of deep draft berth operation and lose responsibility for the barge site and staging areas. The 567th Transportation Company (TS) will operate the staging areas. The 368th Transportation Company (TS) will operate the barge site in addition to the LST vessel slip. The 154th Transportation Company (TS) will retain its mission of ships in the stream. To parallel the turnover of the berth, the expansive growth of operations will cause more land area to be used for the support facets of terminal operations and additional needs for operating personnel. The requirements have been staffed and necessary requests have been made. The first deep draft vessel to be berthed at the facility, the Rice Victory, arrived on 28 January 1967.

m. The site at Newport has visits from many VIP's. The most Distinguished Visitors this quarter were: General William C. Westmoreland, Commanding General USARV; and the Under Secretary of the Navy who visited the site on 18 December 1966 and 15 January 1967 respectively; and Major General C. W. Eifler, CG, 1st Logistical Command, who visited the site on 11 November 1966.

n. During the middle of November the Battalion Consolidated Maintenance Section was formed, and was in full operation by 1 December 1966. Problem areas immediately arose due to the inadequate tools provided the section and the shortage of PLL in the units. Facilities established during this period of time included the erection of a maintenance tent, lubricating rack, and parts room at USATN. During this period of growth of the 185th Maintenance Battalion was extremely effective in supporting the port operation. A contact team was formed by the 94th Maintenance Company which visited the port daily. Due to their effective assistance and training of this unit's personnel, the deadline rate on MHE was acceptable. As of 1 February 1967, the Consolidated Maintenance Section was terminated and maintenance of MHE was returned to each unit. By returning the maintenance to the units it was felt that driver's preventive maintenance could be better controlled. Lack of driver's preventive maintenance was the biggest problem that the Consolidated Maintenance Section faced. By solving this problem the deadline rate of all MHE should improve.

o. During the reporting period, the organization has continued to improve the conditions of the Base Camp at Long Binh. On 24 December 1966, the first of two 500 man mess halls was completed and was put into operation. The second mess hall has been completed but is not yet being utilized. Adams Huts have been received and erection of these huts will begin as soon as a survey is completed.

p. The 567th Transportation Company (TS) was selected to support water resupply and base camp development at Dong Tam Vietnam. This mission was to be accomplished by instream discharge of LST's to LCU and LCM boats; and discharge

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of same on the beach. Preparation time for the movement to the new site was four days, travel of two days and actual discharge started on 9 January 1967. No major difficulties encountered during the move to the Dong Tan Site.

q. Following is a list showing the organizational structure of this command. All units are assigned to this battalion.

(1) Headquarters and Headquarters Detachment, 71st Transportation Battalion (Terminal).

(2) 154th Transportation Company (Terminal Service).

(3) 368th Transportation Company (Terminal Service).

(4) 561st Transportation Company (Terminal Service)

(5) 567th Transportation Company (Terminal Service)

## 2. Section 2 - Commander's Observations and Recommendations.

### a. Section 2, Part 1 - Observations (Lessons Learned).

#### (1) Personnel

##### Personnel for administrative use

Item: Personnel for administrative use.

Discussion: When operations are to commence immediately upon arrival in a new area, more personnel should be brought in then necessary to support the operation.

Observation: Additional personnel should be available to:

(a) Set up tents, latrines, mess hall, etc.

(b) Support guard requirements.

#### (2) Operations

##### Discharge of LST in the stream

Item: Discharge of LST in the stream.

Discussion: The marriage of LCUs and LCMs to the LST bow ramp are not difficult if certain procedures are considered.

Observation: The following procedures must be followed:

(a) Boats must come up stream against the current.

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(b) Safety chains must be affixed to the U or M ramps and crossed safety lines (port of LST to starboard of boat and starboard of the LST to port of the boat).

(c) Personnel can not be allowed to stand on the LCM boat ramp until Safety Chains are tight, as the "M" ramp will fall freely not like the "U" ramp.

(d) Vehicles should be driven head on into the boat to allow observation of the driver and close parking of the vehicle on the boats. (Personnel should be available to physically move trailers to make more space.)

(e) General cargo discharge must be worked with Rough Terrain Forklifts to allow for the LST and boat humps.

(f) After working space is made to the LST tank, two RTs can be used if they move together in and out of the T and a commercial Fork lift stages cargo to the sides of the tank. The cargo has to be staged to the side of the tank so the R. T. can back past the load, pick up and move forward to the boat. Turn around of the R.T. is time consuming and not necessary.

(g) Discharging of the LST hatch to a LCU is highly effective if a commercial fork lift is available in the tank and if possible on the LCU, (commercial F. L. in the boat is not necessary when working cargo to a LCM).

(h) Discharging of cargo on the beach when tides run low is critical due to boat turn around time necessary to support the LST operation. When discharging vehicles at low tide is necessary to have a dozer or RTFL standing by to assist in discharge, (The use of a 14 foot 5/8" sling between trailer hooks or a cable hooks for trailers works very well. In addition, a long boom crane or a barge that discharges to trucks serves for a pier and an efficient operation.

### Deadlined Radios (AN/VRC-12 Series)

Item: Insufficient PLL on M-80/u (Dynamic Microphones).

Discussion: The new series FM radios, commonly referred to as the AN/VRC-12 series, have proven their worth in that they have out-performed their replaced counter-parts (AN/GRC-3-8, AN/VRC 7-10, AN/VRC 13-18, AN/VRC 20- and AN/VRQ-1-3). However, the new series FM radios are being deadlined, mainly because of the M-80/u, Dynamic Microphones, which become inoperative quite frequently due to faulty electrical cables, microphone elements, and push to talk switches. No PLL is authorized on this piece of equipment at 2d echelon level. Presently there is a three (3) day waiting period before the item is returned from direct support maintenance. However, receiving the microphone back from the direct support maintenance unit is no assurance that it will function properly.

Observation: The parts manual for the M-80/u Dynamic Microphone (TM 11-5965-265-13P) should be revised, so as to authorized 2d echelon PLL. Thus the new series FM radios (AN/VRC-12 series) would only be deadlined for a short period of time while the unit radio mechanic corrected the mal-functions. Extra microphones should be included in the basic issue based on the number of radios authorized.



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### (3) Training and Organization

#### OJT

Item: Conducting On the Job Training for MHE Operators.

Discussion: This organization has been conducting both formal and informal OJT on MHE at the US Army Terminal, Newport due to the lack of thoroughly trained personnel within the battalion.

Observation: Effective on the job training has proved beneficial in increasing the efficiency of our operations. This has been noticed in safety procedures, operational procedures and operator maintenance.

(4) Intelligence - None.

(5) Logistics

#### Self-Help Projects

Item: Accomplishment of self-help projects.

Discussion: This organization requested a 500 man mess hall and was given approval to construct this mess hall as a self-help project. It took this organization approximately two months to complete this project due to the unavailability of cement mixers and other materials, such as aggregate for the concrete.

Observation: Self-help projects should not be assigned to units unless the necessary equipment and materials are available.

(6) Other - none.

### b. Section 2 Part II, Recommendations

(1) Personnel - none.

(2) Operations - none.

/s/ Robert P. Jones  
ROBERT P. JONES  
Maj, TC  
Commanding

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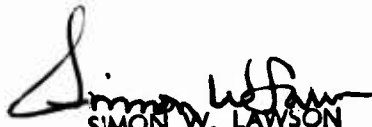
9 . AVCA-TC-PTO (13 Feb 67) 1st Ind  
SUBJECT: Operational Report - Lessons Learned for the Quarterly Period  
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HEADQUARTERS, 4TH TRANSPORTATION COMMAND, APO 96307 24 MAR 1967

TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO-O, APO  
96307

The attached Operational Report for the quarterly period ending  
31 January 1967 submitted by the 71st Transportation Battalion (Terminal),  
has been reviewed and is deemed representative for the reporting period.  
All observations are considered valid.

FOR THE COMMANDER:

  
SIMON W. LAWSON  
cPT, AGC  
Asst, Adjutant General

TEL: Saigon Port 238

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AVCA GO-O(13 Feb 67)

2d Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967  
(RCS CSFOR-65)

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HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307 6 APR 1967

TO: Deputy Commanding General, United States Army Vietnam, ATTN:  
AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the 71st Transportation Battalion for the quarterly period ending 31 January 1967 is forwarded herewith.

2. Reference last item, page 6: Nonconcur. The maintenance allocation chart for the AN/VRC-12 series of radios does not authorize the level of maintenance discussed to be performed at the organizational level. Also, it is more economical to stock the complete M80/u microphone for issue to organizational customers than to stock the repair parts at the organizational level.

3. Reference paragraph 2a (5), page 7: Nonconcur. Self-help projects are encouraged by a means to provide needed facilities earlier than they could be obtained by construction with the limited engineer manpower available in the theater. Concurrently with the shortage of Engineer manpower, there is a shortage of engineer type equipment and materials. The available engineer resources must be applied to the high priority construction projects, thus equipment and materials for the lower priority self-help programs can only be provided on an "as available" basis. Although these resources cannot be scheduled to support the self-help program, experience has proven that the program has merit by making optimum use of those construction resources available in Vietnam, and by providing facilities earlier than would be the case if they awaited scheduled effort.

4. The 71st Transportation Battalion engaged in combat support operations for 92 days during the reporting period.

5. Concur with the basic report. The report is considered adequate.

FOR THE COMMANDER:

TEL: LYNX 782/430

*Timothy S O'Hara 11+*  
J. C. FINCHER, III  
Captain, AGC  
Asst Adjutant General

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// AVHGC-DH (13 Feb 67) 3d Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 January 1967 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307  
8 MAY 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT  
APO 96558


1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 January 1967 from Headquarters, 71st Transportation Battalion (Terminal) as indorsed.

2. Pertinent comments follow:

a. Reference Paragraph 2a(1), Page 5, concerning the early need for administrative personnel: Advance party personnel should be able to determine personnel requirements dictated by the unit mission. It may be necessary to increase the size of the advance party or to augment the number of personnel arriving initially with the main element in order that operations can begin immediately despite added administrative requirements.

b. Reference Item on deadlined radios, Page 6, and Paragraph 2, 2d Indorsement: Unit should submit equipment improvement reports to substantiate excessive M-80/u microphone failures. Maintenance support units report that many failures of this item result from improper user care, as indicated by twisted cords due to twirling, gnawing or chewing of the push to talk switch rubber cover, and removal of moisture proof membranes from the microphone. As stated in 2d Indorsement, M-80/u microphones are authorized for support maintenance units to replace unserviceable items. Consideration should also be given by the reporting unit to the use of the handset available with AN/GRA-39 radio control sets to provide temporary substitution for the M-80/u microphone.

FOR THE COMMANDER:

  
STANLEY E. SCHULTS  
Major, AGC  
Asst Adjutant General

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GPOP-OT (13 Feb 67) 4th Ind  
SUBJECT: Operational Report - Lessons Learned for the Period Ending  
31 January 1967 (RCS CSFOR-65), HQ 71st Transportation  
Battalion (Terminal)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 2 JUN 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:

  
H. SNYDER  
CPT, AGC  
Asst AG

Protective markings are cancelled  
when separated from protected  
material

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